

**Colorado  
Parole Staff Time & Work Study  
Project Information**

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## **2013 Colorado Parole Time & Workload Study**

### **Advisory Committee Members**

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## **Colorado Parole Time and Workload Study: Project Overview**

- Time and Workload Study was requested and funded by the Colorado Legislature to do the following:
  - Assist the Division of Parole with identifying the essential tasks of CPOs
  - Identify the range of activities in which CPOs engage, including those that are case-specific and those that are not case-specific
  - Identify the time requirements associated with essential tasks and how they vary by risk level and case types
  - Determine whether essential tasks are being performed, and how essential tasks related to evidence based practices
- The National Center for State Courts (NCSC) was selected through a competitive process to conduct the time and workload study
  - The NCSC team has conducted over 40 workload assessment studies across the country with various professional groups, including judges, court clerks, prosecuting and defense attorneys and probation staff
  - The NCSC's Court Consulting Office is located in Denver, Colorado
  - The NCSC utilizes their methodology to conduct a workload assessment study and the local experts that comprise the study's Advisory Committee to develop the specific elements of the study
- The overall project has three primary elements, all of which will combine to ultimately develop case-type specific workload values (the average amount of time, per month, required to manage various case types) that will help determine the CPO staffing needs for Colorado Parole. The final report will include the three study components described below, and will include a model of CPO need by region:
  - Case management and supervision policy review
  - Workload Assessment Study (time and motion study)
    - Adequacy of Time Survey (provides CPOs with an opportunity to inform the research team about specific job expectations that are difficult to keep up with)
    - Focus Groups – in which CPOs will be provided an opportunity to review and discuss draft study findings
  - Case File Reviews – in which the research team will validate the workload study findings (frequency of activities, feasibility of, and ability to adhere to supervision requirements)
- How you can help:
  - Review and become familiar with the definitions of the attached data entry categories; we can only develop realistic workload values for data that is consistently and correctly recorded
  - Participate in the workload study data tracking and recording training session
  - Participate in the 4-week time-and-motion study (October 14-November 10)
  - Participate in the one-time Adequacy of Time Survey
  - Participate in the Focus Groups after the time-and-motion study

## Data Collection Categories for Program, Residence and Supervision Type

<b>PROGRAM/LEGAL STATUS (Must select one)</b>	
<b>A</b>	Regular Parole – Low Risk
<b>B</b>	Regular parole – Medium Risk
<b>C</b>	Regular parole – High Risk
<b>D</b>	ISP – P
<b>E</b>	ISP – I
<b>F</b>	YOS – Phase 3
<b>G</b>	Com Cor - Inmate
<b>H</b>	Interstate Out
<b>I</b>	Non-case specific work
<b>RESIDENTIAL STATUS (Must select one)</b>	
<b>I</b>	Community
<b>II</b>	Community Corrections – Residential (CC-Res)
<b>III</b>	Community Corrections – Condition of Parole (CC-COP)
<b>IV</b>	Community Return to Custody Facility (CRCF)
<b>V</b>	Fugitive
<b>VI</b>	Jail – Detainer
<b>VII</b>	Jail – Custody
<b>PRIMARY SUPERVISION CATEGORY (Must select one)</b>	
<b>1</b>	Non-specialized Regular Parole
<b>2</b>	Gang
<b>3</b>	Sex Offender – Regular
<b>4</b>	Sex Offender – Lifetime
<b>5</b>	Sex Offender – SVP
<b>6</b>	OMI
<b>7</b>	LTOP
<b>SECONDARY SUPERVISION CATEGORY (Defaults to “None”)</b>	
<b>11</b>	None
<b>12</b>	Gang
<b>13</b>	Sex offender – Regular
<b>14</b>	OMI
<b>15</b>	LTOP

## Program/Legal Status Definitions

The program or legal status refers to the over-arching supervision status group of the parolee. For any case-related entry, one of the program/legal status categories must be selected.

PROGRAM TYPE OR LEGAL STATUS	
<b>A</b>	<b>REGULAR PAROLE – LOW RISK</b> Any parolee placed on non-specialized regular parole who scores <b>Low Risk</b> on the LSI.
<b>B</b>	<b>REGULAR PAROLE – MEDIUM RISK</b> Any parolee placed on non-specialized regular parole who scores <b>Medium Risk</b> on the LSI.
<b>C</b>	<b>REGULAR PAROLE – HIGH RISK</b> Any parolee placed on non-specialized regular parole who scores <b>High Risk</b> on the LSI.
<b>D</b>	<b>ISP-P</b> Any <b>parolee</b> supervised within the Intensive Supervision program
<b>E</b>	<b>ISP-I</b> Any <b>inmate</b> supervised in the community under Intensive Supervision program.
<b>F</b>	<b>YOS PHASE 3</b> The community supervision phase of a YOS sentence.
<b>G</b>	<b>COMMUNITY CORRECTIONS – INMATE</b> Any offender who is on inmate status, but resides in a halfway house/community corrections facility.
<b>H</b>	<b>INTERSTATE OUT</b> Any Colorado offender who is being supervised in another state under the interstate compact agreement.
<b>I</b>	<b>NON-CASE SPECIFIC WORK</b> Select this designation when you are reporting work that is not directly related to a specific case (such as attending meetings or attending to administrative duties).

## Residential Status Definitions

The residential status refers to the supervised person's living status.

PROGRAM TYPE OR LEGAL STATUS	
<b>I</b>	<b>COMMUNITY</b> Any offender supervised in the community who is <b>not</b> living in a structured correctional facility.
<b>II</b>	<b>COMMUNITY CORRECTIONS – RESIDENTIAL (CC-RES)</b> Any <b>inmate</b> who is currently housed in a community corrections facility.
<b>III</b>	<b>COMMUNITY CORRECTIONS – COP (CC-COP)</b> Any <b>parolee</b> who is currently residing in a community corrections facility.
<b>IV</b>	<b>COMMUNITY RETURN TO CUSTODY FACILITY (CRCF)</b> Technical parole violators currently residing in contract facilities in lieu of a return to prison (CRS 1-2-103)
<b>V</b>	<b>JAIL - DETAINER</b> Any parolee who is currently placed in jail on detainer status.
<b>VI</b>	<b>JAIL – CUSTODY</b> Any parolee who is currently placed in jail on custody status.
<b>VII</b>	<b>FUGITIVE</b> Any parolee for whom you are doing work, but is currently on fugitive status.

### **Primary Supervision Category**

The primary supervision category relates to the driving statutory provision (e.g., lifetime sex offender, SVP), assessment category (e.g., OMI), or agency other programming designation best describing the primary supervision category (e.g., gang affiliated).

PRIMARY SUPERVISION STATUS	
1	<b>NON-SPECIALIZED REGULAR PAROLE</b> Any parolee placed on non-specialized regular parole with no special supervision classification or designation.
2	<b>GANG</b> Any parolee for whom gang participation/relationships is a significant supervision issue.
3	<b>SEX OFFENDER - REGULAR</b> Any parolee who requires supervision and/or community treatment regarding sex offending issues.
4	<b>SEX OFFENDER - LIFETIME</b> Any parolee convicted and sentenced under the Sex Offender lifetime statutory provisions.
5	<b>SEX OFFENDER - SVP</b> Any parolee convicted and sentenced under the Sexually Violent Predatory conditions.
6	<b>OMI</b> Any parolee who has significant mental illness problems.
7	<b>LTOP</b> Any parolee who is a current participant in the LTOP program.

### **Secondary Supervision Category**

The secondary supervision category relates to the secondary issues that are being addressed on parole supervision. For example, if you are supervising a Sexually Violent Predator who is also a gang member (and you are addressing the gang-related issues) you would select Sex Offender – SVP as the *primary* supervision category, and Gang as the *secondary* category.

SECONDARY SUPERVISION STATUS	
11	<b>NONE</b> This will be the default designation.
12	<b>GANG</b> Any parolee for whom gang participation/relationships is a secondary supervision issue.
13	<b>SEX OFFENDER - REGULAR</b> Any parolee whose sex offending history requires secondary attention.
14	<b>OMI</b> Any parolee who has mental illness concerns that are SECONDARY to primary supervision concerns.
15	<b>LTOP</b> Any parolee who is a current participant in the LTOP program.

## Case-Related Supervision Activities

The case-related supervision activities are those activities that are directly related to supervising a specific person.

CASE-RELATED SUPERVISION ACTIVITIES	
1	<b>PRE-RELEASE INVESTIGATION ACTIVITIES</b> All events associated with a pre-release investigation, including phone calls, home investigations, chrons, entering parole plans, PPI paperwork, phone/email contact with case managers, case staffing with team leader or supervisor, running offender/sponsor on NCIC, contacts with re-entry or treatment providers prior to offender being released.
2	<b>INTAKE ACTIVITIES (NEW CASE)</b> All new case activities, including case review of ADS/DNS, parole order and alert codes, preparing IOV/ISP intake packets, reviewing paperwork with offender, completing referrals to ATP's for needed services, referral to CRE for assistance, entry of MPO's and DEC information, scheduling restitution payments, referral for EHM equipment, verifying DCIS move is correct, updating address, update ID information and ensuring all occupants have been cleared in CCIS/NCIC, updating curfew schedule; chron entry.
3	<b>IN-OFFICE CASE MANAGEMENT ACTIVITIES</b> Includes all case management activities that occur inside the office, such as phone calls, collateral contacts, communication with treatment providers or other professionals, chron entries, etc.
4	<b>IN-OFFICE FACE-TO-FACE MEETINGS WITH OFFENDER</b> Includes in-office time spent with the offender only.
5	<b>FIELD WORK</b> Case related activities that occur in the field (out of the office). Examples: Field visits to residences, surveillance, employment visits, searches, or any other case-related work conducted in the field (to include team meetings and staffings that are off-site). Field work also includes Fugitive Apprehension and responding to Tamper Alerts. Field attempts and collateral contacts outside of the office would also constitute field work.
6	<b>GROUP FACILITATION</b> When an officer helps to facilitate a cognitive skills group for offenders. Examples of this are Teaching the T4C (Thinking 4 change), cognitive and decision groups; facilitating and attending in support of Gang or Sex Offender Groups, for example "Flippin the Script."
7	<b>AFTER HOURS CALL-OUTS</b> After hours call out activities include any non-routine contacts/ATLs/CTCs/PTCs regarding an offender. Can be identified as activities for which you utilize a Q code - any activities occurring outside business hours M-F 8a-5p, holidays and weekends. This does <b>not</b> include scheduled/planned PHVs/PEVs that fall outside of normal business hours, it <b>does</b> include situations in which you are activated by EMRT, SRU, CWISE for after hours calls, or receive LLE/offender calls directly to Blackberry, etc.
8	<b>RESPONDING TO VIOLATIONS (COPD AND OTHER)</b> Responding to violations includes all activities associated your response to a violation once it has been identified, including: investigating violation(s), substantiating violation(s), filing of a complaint or summons, completion of CVDMP, administering sanctions, notifying parole board of violation, completion of ROI, arrest/transport, writing a complaint/summons, serving the parole complaint/summons to the offender.
9	<b>HEARINGS: APPLICATION</b> Preparing material for and participating in application hearing, including preparing for presentation (enter parole plan and update information into the Community Referral form in PCDCIS by updating CARAS and supplemental CARAS, LSI, run for warrants and upload any offender support letters to DOC Portal); conducting hearing (present offender information to the Parole Board member. Maintain security, co-ordinate/monitor Victim Services Unit, victim attendance, and offender supporter attendance). If set for parole, submit the parole plan in PCDCIS for investigation, document actions taken in CWISE, notify offender of Parole Boards decision after hearing, obtain copy of Parole Board action form from the DOC Portal and place in working file.
10	<b>HEARINGS: COPD</b> Preparing material for and participating in COPD hearing.
11	<b>HEARINGS: REVOCATION</b> Preparing material for and participating in revocation hearing.

**12 HEARINGS: OTHER ADMINISTRATIVE**

All activities associated with administrative hearings, including reading court subpoenas, parole application hearings, entering/updating referral packets in PCDCIS, PAS, Classification, Interstate Probable Cause hearings, in-house Community Corrections hearings; chron entry.

**13 COURT HEARINGS/TESTIMONY**

Activities pertaining to any court hearing involving an offender under supervision. To include, preliminary hearings, motions hearings, trials, sentencing hearings, etc.

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## **Case-Related Interstate (Out) Activities**

The case-related interstate activities are those activities that are directly related to managing **Interstate-Out** cases.

<b>CASE-RELATED SUPERVISION ACTIVITIES</b>	
<b>1</b>	<b>PRE-RELEASE INVESTIGATION ACTIVITIES</b> Includes the investigation of offenders that have been released from out of state or federal detainers or have been continued on parole by parole board after being retaken by Colorado, includes: home visit, completion of pre-parole investigation form, and criminal background and warrant check on offender and potential sponsors.
<b>2</b>	<b>TRACKING/MONITORING DETAINERS</b> Includes all activities associated with tracking detainers, such as monthly audits to determine status of detainers, developing spreadsheet with data (i.e.; location, length of time, disposition of detainer case), and re-auditing cases every three months.
<b>3</b>	<b>REVIEWING &amp; REPORTING PROGRESS REPORTS</b> Review progress report, reply to receiving state, enter data in CWISE.
<b>4</b>	<b>FIELD REPORTS</b>
<b>5</b>	<b>ENTERING EARNED TIME</b> Entering earned time for offenders in receiving states includes auditing caseloads to determine what amount of earned time interstate offenders are eligible for; entering earned time in PSDCIS.
<b>6</b>	<b>RESPONDING TO VIOLATIONS</b> Review and reply to violation report; assess whether this is a violation that will result in new charge or an offender being returned to Colorado; ask for arrest reports; court dispositions; probable cause results; enter actions in Chronological notes in CWISE.
<b>7</b>	<b>REVOCATION HEARINGS: TV AND NEW CRIME</b> Obtain probable cause results; police reports; issue a warrant for arrest; arrange for transport from receiving state to Colorado; bring offender before Colorado Parole Board
<b>8</b>	<b>TRANSFER REQUESTS FOR THIRD-STATE REFERRALS</b> Gather documents from files that are required for Transfer Request; enter this information into ICOTS electronically; enter chronological report in CWISE.
<b>9</b>	<b>TRANSPORT REFERRALS</b> Gather information on location of Interstate offender; contact out of state jail for address, phone number and contact person; complete transport form; follow up with jail and transport unit to coordinate pick up and delivery to Colorado jail.

## **Non-Case-Related Activities**

The non-case-related activities are those events that are job-related but not directly related to supervising a specific person.

<b>NON CASE-RELATED SUPERVISION ACTIVITIES</b>	
<b>1</b>	<b>GENERAL ADMINISTRATIVE WORK</b> Includes all time associated with general administrative work, such as attending to emails, phone calls, paperwork, time sheets professional reading, etc.
<b>2</b>	<b>COMMITTEES, MEETINGS AND RELATED WORK</b> Includes all time spent in meetings (committee, staff, etc.) regardless of whether they are local or state-level meetings. Also include work associated with such meetings, such as reviewing materials or developing meeting materials.
<b>3</b>	<b>COMMUNITY ACTIVITIES</b> Includes all time associated with community outreach and community activities in which you engage in your official capacity as a CPO, such as speaking at schools, colleges or other professional or community organizations.
<b>4</b>	<b>TRAINING - RECEIVING</b> Any time in which you are receiving professional training (attending a conference or a one-or two day seminar/training course).
<b>5</b>	<b>TRAINING – PROVIDING</b> Any time in which you are providing professional training.
<b>6</b>	<b>FACILITATING HEARINGS</b> Include all work associated with facilitating hearings, including determination of assigned CPO's for offenders with hearings, e-mail CPO's to confirm case status, set schedule for hearings, obtain required documentation, organize Parole Board hearings files, advise offenders of Rights, communicate with CPO's and jail staff on status of cases, present cases as needed, advise witnesses of proceedings, confirm parole discharge date with Time Comp/QTPProfile, distribute hearings paperwork after completion; chron entry
<b>7</b>	<b>WORK-RELATED TRAVEL</b> All work-related travel time associated with your work as a CPO. This does NOT include regular commuting time to/from work to office.
<b>8</b>	<b>TRANSPORTING OFFENDERS</b> Activities to include transporting offenders by vehicle or plane. Including transports after arrest to a county jail, transports to a community return to custody facility, fugitive returns from out of state, taking an offender in a vehicle to another destination, i.e. home, etc.
<b>9</b>	<b>SRU ACTIVITIES</b> Any activity specifically related to performing your duties as a member of the Special Response Unit (SRU), e.g.: SRU specific training, surveillance, call-outs, fugitive work.
<b>10</b>	<b>OTHER LAW ENFORCEMENT ACTIVITIES</b> Those activities whose primary focus is law enforcement not specifically related to parolees. Examples of this include: Intervening or assisting as a law enforcement officer in a situation (e.g., an emergency situation occurs and CPOs are on scene (traffic accidents, calling in DUIs, other public safety situations); participation in multi-agency operations (e.g., Operation Shepherd, GRID operations, Indictments & arrests); CARI (Robbery investigator) meetings; Sex Crimes (CASI) meetings; handling law enforcement queries/requests for information; SVP Notification meetings, if the offender is not on parole.
<b>11</b>	<b>ANNUAL/SICK/MILITARY/OTHER LEAVE</b> Record all time in which you are away from work for any leave time.
<b>12</b>	<b>TIME STUDY RECORDING TIME</b> All time associated with tracking and entering data for the current time study.
<b>13</b>	<b>OTHER NON-CASE RELATED</b> Include any other non-case-related activities that are not contained in this list but are required of you in your job.



Program/Legal Status	Residential Status	Primary Supervision Category	Secondary Supervision Category
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Non-Case Specific Activities		Supervision Activities		Interstate OUT Supervision Activities	
51	General administrative work	A	Pre-release investigations	N	Pre-release investigations
52	Committees, meetings & related work	B	Intake (new case)	O	Monitoring detainees
53	Community activities	C	In-office case work	P	Reviewing progress reports
54	Training – RECEIVING	D	In-office face-to-face meeting (with parolee)	Q	Field reports
55	Training – PROVIDING	E	Field Work	R	Entering earned time
56	Facilitating hearings	F	Group facilitation	S	Responding to violations
57	Work-related travel	G	After hours call-outs	T	Revocation hearings – TV & new
58	Transporting offenders	H	Responding to violations	U	Third-state referrals
59	SRU activities	I	Hearings: Application	V	Transfer requests
60	Other law enforcement	J	Hearings: DOPD	W	Transport referrals
61	Leave: sick, annual, military, other	K	Hearings: Revocation		
62	Time study: tracking/recording time	L	Hearings: Other		
63	Other non-case specific	M	Court Activities		

Program/Legal Status	Residential Status	Primary Supervision Category	Secondary Supervision Category	Activity	Tick Marks	Total Time	
						Hours	Minutes

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